

## The Art of Administration: Learning by Experience- Some Best Practices

**Prof. Mushtaq Ahmad Khan**

Faculty of Industrial Management  
Institute of Management and Public Administration  
Govt. of J&K, Main Campus, Srinagar, India

Email: [drmushtaqkhan@gmail.com](mailto:drmushtaqkhan@gmail.com)

### Abstract

Literally 'Administration' means managing the affairs\_\_ public or private and it encompasses all those actions which are undertaken for this purpose. The resources of men, money, materials, and machines are mobilized through the decisions taken by administrators for achieving predetermined common objectives. Therefore decisions taken should be based on the objective assessment of resources and a careful analysis of situational factors for which the competencies and capabilities of administrators plays a critical role. More of administration, therefore, is learned from real-life situations faced and handled administratively like any other art in life. One of the established pedagogy used in training of administrators is the Case Study method in which the Officer Trainees are exposed to the recorded experiences of others in dealing various situations. This is one of the forms of experiential learning which is a more reliable method of transmitting administrative skills to the learners.

**Key Words:** Experiential learning, Analytical skills, Social isolate; Work environment, Intention to learn.

### Introduction

A well-known maxim goes as "every success is a failure turned inside out". It in other words means that a failure, which apparently dejects and discourages, is a first step towards success. Therefore should we stop at failures or just redouble our efforts to overcome the obstacles. For every successful person there is a thin difference between success and failure. A little of more effort in a highly competitive environment leads to success, a little short of which could have led to its opposite.

A budding administrator, who joins civil services as a new entrant, is given a regressive training to be able to acquire basic levels of knowledge and skills required for the job. But the real learning takes place when these levels of knowledge and skills are used in taking decisions for managing various management situations. The experience thus gained has a snow ball effect on the learning of a young administrator who by every passing day improves and becomes better. As such experience is not what happens to a person, it is what the person does with what happens to him.

To work as an administrator perpetually throughout one's career means to grow as a leader which makes you responsible for more than just yourself. People like to work with you when they get to realise that you care for them and you want to get best out of them rather showing them down. No work is done in isolation and as such nobody working in an organisational setting can afford to be a social isolate. Therefore to work in teams is the first learning which should occur to a budding administrator who is expected to eventually develop into a good leader. Every person one works with in a work situation offers a scope to learn from, either by emulating what is good in them or by avoiding what is bad in them. In either case an experiential learning takes place which contributes significantly to the officer's overall understanding of the real-work environment. However **Kolb\*1** states that in order to gain genuine knowledge from an experience, the learner must have four abilities:

- The learner must be willing to be actively involved in the experience;
- The learner must be able to reflect on the experience;
- The learner must possess and use analytical skills to conceptualize the experience; and
- The learner must possess decision making and problem solving skills in order to use the new ideas gained from the experience.

Experiential learning requires self-initiative, an "intention to learn" and an "active phase of learning".<sup>2</sup> It amply suggests that a Public Administrator has to play a proactive role to be able to convert his experiences into learning Jennifer A. Moon has elaborated on this cycle to argue that experiential learning is most effective when it involves: 1) a "reflective learning phase" 2) a phase of learning resulting from the actions inherent to experiential learning, and 3) "a further phase of learning from feedback".\*2 This process of learning can result in "changes in judgment, feeling or skills" for the individual and can provide direction for the "making of judgments as a guide to choice and action".\*3

Administration as an art means that it is a skilful and systematic practice. It is a practical skill applied into the realm of public service which lays more emphasis on practice

rather than theory. Thus the work of an administrator is more practical which is aimed to do things and solve practical problems in the process of providing service to the people. Therefore to capture best administrative practices in the form of Case Studies is, therefore, the best method to shed light on various aspects of administration so that a real learning can be transmitted to the Public Service Officers. Keeping this objective in view, some real life experiences of Public administrators, as narrated by them to the author, have been captured and are presented in the form of Case Studies as follows:

### **Case Study: Observing Rules in Letter Only**

Department of Employment, J&K Government runs a Scheme called 'J&K Self Employment Scheme'. Under the scheme, unemployed educated youth are encouraged to set up income generating units in service, trade and industrial sector so that they get employment for themselves as well as for a few others. Pattern of the scheme is that the government provides capital subsidy to the tune of 5% of the project cost subject to a maximum of Rs. 7500/-, margin money to the tune of 15% of the project cost, which is actually interest free loan to be repaid after 5 years. Rest of the finance is paid by the banks on the prevalent rate of interest. Government also provides subsidy on the interest of the bank loan for 2 years to the tune of 100% for the first 6 months, 75% for the next 12 months and 50% for the last 6 months.

For availing these incentives, applications are invited from the interested candidates and after fulfilling the required formalities, the cases are sponsored to the banks for sanction of loan to the tune of 75% of the project cost. The banks have their own formalities to fulfil, which generally take 3-6 months. In case of transport sector, they need to get clearance from District Transport Authority. In case of a passenger vehicle, e.g. a Tata Sumo, a Letter of Authority (LA) is required from the Transport Department. LA issued by the Transport Department is valid for 6 months. The bank authorities sanction loans only after LA has been issued.

Banks do not release the loan unless government releases the incentives to the unit holder or applicant. Time is limited and thus there is the possibility of the LA getting lapsed, if the incentives are not released immediately within the period of 6 months.

Mr. Anwar was posted as Deputy Director, Employment in Pulwama district. He was given to understand that there was corruption in the office. Due to piling up of sanctions from the banks besides the insufficient funds, incentives were released on pick and choose basis

without following any criteria. He was also given to understand that the incentives were given on many considerations like political intervention by public representatives and 'Khudpanchas', brokers and others. He was apprehensive due to this state of affairs. Thus when he joined, he decided to release the incentives on the basis of date of sanctions of the loan cases by the banks. The (pending sanctions) were arranged accordingly and the process of releasing incentives was taken up accordingly. Due to this procedure, most of the aspirants were satisfied. But there were others who felt annoyed and dismayed. Among them was one Mr. Hassan who had been pursuing his case for the last two years. He had applied for incentives to get a Tata Sumo vehicle. His case had been sponsored to the bank some one year ago. The bank took its own time and sent his case to Transport Department after about 3 months. Transport Department also harassed him and created a lot of hurdles in sanctioning the LA on one or the other pretext. He finally got the LA after 3 months, but after spending Rs. 40,000/- as bribe. The LA as already stated was valid for 6 months only i.e. one has to buy a vehicle and operate it within 6 months from the date of issue. The bank again took about two months to finally sanction the case. The case was finally sent to Employment Office for release of incentive. At that time there were only two months left of the validity of LA. So Mr. Hassan was desperate to get the incentive released within these two months so that his LA does not lapse.

The problem faced by Mr. Hassan took a new turn when he was informed by the Employment Office that although his sanction had been received late, yet they would accommodate him, probably on the expectation of some graft. By then Mr. Anwar had joined the Employment Department as the new Deputy Director and, as previously stated, he had ordered that all incentives should be released in chronological order i.e. as per the date of sanction. When the list was made accordingly, the name of Mr. Hassan figured at S.No. 234. Since the funds were limited, so only around 150 cases could be accommodated and incentives could be released only to these 150 cases. Remaining applicants had to wait for the next year. Even if the Government released some additional funds, they would have still to wait at least for 6 more months. Mr. Hassan's hopes were dashed. He pleaded that due to the fact that his LA was likely to lapse within 2 months, he should be accommodated out of turn and also that he had suffered a lot for 2 years, besides spending nearly Rs. 50,000/- as bribe, etc. But the Deputy Director was not in a mood to budge from his stand that incentives would be released as per the list. Although he was sympathetic to Mr. Hassan, yet he did not deviate from his stand on the pretext that is he sanctioned one case out of turn, others would pressurize him to do the same for their cases as well. Therefore, Mr. Anwar, Deputy Director intended to proceed ahead without hassles and pressure. He was receiving recommendations

from many influential people to release the incentives in favour of their known ones, etc. He used to tell everybody the he would release the incentives strictly as per the list. One local MLA recommended the case of Mr. Hassan with the plea that he would lose the validity of his LA and also the money he had spent as bribe, etc. But the officer tactfully avoided the MLA, knowing well that Mr. Hassan's turn would come after about a year and by that time he would have lost the validity of his LA. Mr. Hassan was very much concerned about the lapse of his LA due to which he tried his best to get the incentives released out of turn. Mt. Anwar wanted to help him and release the incentives out of turn, but he was afraid that this would open a floodgate of similar cases and people would come with recommendations from MLAs and this would spoil the whole system, which he was trying to set right. The bank authorities also refused to finance Mr. Hassan only because the case was sponsored by the Government. Had it been a private case, the bank would have since financed Mr. Hassan. Mr. Anwar also took up the matter with the bank but of no use. The bank instead requested him to be liberal and release incentives in favour of Mr. Hassan out of turn. Mr. Anwar then took up the matter with the Transport Department so that the validity of LA of Mr. Hassan could be extended by one year. But the Transport Department also refused. In short, none of the Departments budged from their positions. Mr. Hassan was disillusioned and he requested for the withdrawal of his case. Mr. Anwar asked him to submit an application supported with an affidavit that he was withdrawing his application for sponsorship out of his own free will .His case was withdrawn as a sponsored case and the bank was accordingly informed. He deposited the incentive amount of his own and got the bank loan and vehicle on time without availing the government incentive. However, he had already lost more than two years of time in pursuing his case with the Employment Department.

### **Case Study: Haunting Mind**

The room was almost filled by the officers as the Director was busy in taking the review meeting of officers from all districts of Kashmir Province. There was discussion going on the implementation of certain schemes in the field which needed to be reviewed and procedures simplified. Suddenly one of the officers received phone call and this interrupted the course of discussion. On receiving the phone call it was evident from the facial expression of the officer that it was a disturbing one. The officer moved to the table of Director and sought permission for leaving the office (meeting room).This sudden disappearance of th officer left everybody in a state of fix and compelled everyone to guess what had happened. After the meeting was over, everyone tried to contact the concerned officer but could not do so.

After a long gap, I met the officer and wanted to know about the phone call. On enquiry it was revealed that by the officer, who was holding the post of DSWO (District Social Welfare Officer) of some district, had lodged an FIR with Police Station and it had been very hectic and the officer had undergone much stress and had faced a lot of mental agony.

The incident had taken place during the office hours as one of the orderly named Hamid had presented a bearer cheque amounting to Rs. 50,000/- in his name and fraudulently signed for the DSWO along with seal of the office. When the cheque had gone to collection counter, the official was directed to put down his signatures on the backside of the cheque. The official had put down the signatures and given the cheque to the Cashier for encashment. When the bank authorities matched the cheque series, it was found that the series allotted to DSWO was not the same from which the cheque was taken and the computer had shown the series/number not matched with the current one. This had made the Bank Cashier conscious, accordingly he had stopped the payment and had called the Orderly and questioned him about the series of the Cheque Book No. And signatures of the officer concerned. Feeling that he has been trapped, Hamid left the Cheque on the counter and fled away. The bank authorities immediately came to know that the official had forged the signatures and had presented the fraudulent cheque for withdrawal of government money. Immediately the bank had made phone call to the officer and had requested him to visit the bank. On reaching to the District headquarters, it was very late and almost all the offices were shut as the office hours were over. The officer straight had gone to the bank. To the surprise of the officer, the official had not only used the seal of the office, but had also forged the signatures of DDO for illegal withdrawal of the government money.

One next day, the bank authorities give it in writing i.e. they officially informed the officer that a cheque amounting to Rs.50,000/-was fraudulently presented to the Cashier of the bank. Since the series allotted to cheque book of the DSWO did not match with the bank's current series, the payment was accordingly stopped.

The DDO immediately filed an FIR with the Police Station and also informed the higher authorities. On the third day, the officer was busy in the office, three Policemen entered the room and started enquiring about the incident. Whatever had happened was revealed to them by the Officer. The Investigating Officer called every staff member, attendance register, leaves submitted by the employees on different occasions, seal of the office and writing samples of all the staff members. Besides, taking their statements, they arrested Hamid during the office hours and took him to custody as he confessed in presence

of every staff member that he had fraudulently written the cheque. The official was suspended and locked in the Police Station as he was sent to jail by the court. Since the financial aspect of the Department was involved, the officer being DDO had to report to every concerned higher ups to appraise them of the incident.

After almost a month, Hamid was released on bail and he came to the office to attend to his duties. Due to the past incident he could have been entrusted with further job and was consequently directed to report to the Director for further posting. In the meanwhile some departmental enquiry was also initiated against him. The DDO was directed to release salary in his favour as case was still pending in the court awaiting the final decision.

With four years of time elapsed after the incident, Hamid stands being reinstated. Three Enquiry Officers of the department were changed, while as not a single enquiry as been submitted. Hamid is enjoying good posting and is continuing on the payrolls and attendance of the department. On the contrary the officer who had lodged the FIR is being summoned for court attendance for recording of the statements, etc. Since the case is subjudice, no decision either by the department or by the Court has been given even after the lapse of 4 years during which all required legal formalities were completed with a recorded and clear proof of his forged signatures on the backside of the cheque.

But ever since the time this event had taken place, it continued haunting the mind of the officer as to why so much of delay! What for! Had Hamid encashed the cheque, who would have believed that it was not done in connivance with the officer! What would have happened to the career and image of the officer! Will the decision be in favour or against! Will the culprit be given punishment for his actions! Will the decision of Hon'ble Court give relief to the Officer who is suffering mental stress on account of pending verdict!

God knows what decision the Hon'ble Court will give in the case. Till then the Officer has to live with the system and face the haunting of his mind .

### **Case Study: As You Sow, So Shall You Reap**

At a high level meeting presided over by the Minister In Charge, it was disclosed that there is shortage of food grains to the tune of 1400 Qtls in Karnah Tehsil, District Kupwara. Therefore Assistant Director, Food and Supplies, Kupwara was directed to conduct enquiry, recover the Government cash and take action against the erring officials. It was a big challenge for the officer as it was severe winter, i.e. 23<sup>rd</sup> of December, 2004, when the Kashmir valley remains cut off from the district for 6 months because of heavy snow and as

such there must be usually no possibility of shortage because of dumping of food grains in godowns to last for more than one year. Accepting the challenge, the Assistant Director constituted committee of three officials comprising of Chief Inspector and two supervisors to rush to the spot, ascertain the actual position and report so that action under rules could be initiated.

On 25<sup>th</sup> December, 2004, the committee marched towards Karnah along with other pedestrians including common people, employees of different departments, security personnel of Army/BSF, etc and reached to the Sadna Top (10500 sq.ft.a.s.1) where about 6 mts of snow had accumulated. They halted for the night and again started the next morning and in the evening reached to Karnah next day. The investigation was started with on spot inspection of godowns, comparison of records, perusal of sale registers, perusal of remittance of sale proceeds in the treasury, closing book balance, closing actual balance in the godowns and the actual shortage thereof.

On 28<sup>th</sup> December, Assistant Director Kupwara received a wireless message in code words "Situation grim, please come yourself" as there was no other communication system. Assistant Director, Kupwara followed the same path of journey to reach Karnah despite difficulties and finally reached to the destination. He fell ill and was very tired, but never lost courage to ascertain the actual position, both from the teams and staff posted there. It was pointed out that there was shortage but the actual shortage would be worked out only when whole quantity was weighed and tallied with the book balance so that the net shortage was ascertained. On the directions of Assistant Director, labourers were engaged to weigh the quantity on the pattern of one godown in one day. Through this the shortage of about 400 Qtls. Was found. While examining the grainary position, after stacks were counted, no shortage was visible. But after suspicion, the Assistant Director ordered that all the bags of Rice (50 kgs each) should be taken out of Grainary and counted one by one. When one stack of bags was handled and taken out (about 200 bags), everybody was surprised to see that inside instead of Rice bags, there were timber logs fixed with nails to one another and inside that was a hollow chamber, top of the chamber was again covered with wooden sleepers and over that was kept a layer of Rice bags, so that nobody would suspect anything fishy, unless opened or taken out for counting. After completing the whole process it was established that there was an actual shortage of 1600 Qtls of food grains and sugar, which amounts to Rs. 14 lakhs outstanding against four storekeepers, with about 10 lakhs outstanding against only one storekeeper namely Gulzar. Now the question was to recover the Government money and arrangement of required food grains for public distribution on one hand and the pressure of

the higher authorities and media or intelligence, on the other. Despite all odds the first job was to recover the embezzled money from the erring storekeepers as soon as possible. After all the possible joint efforts, Rs. 2.50 lakhs were recovered and remitted to the treasury. The major amount against one storekeeper to be recovered was a big problem and all efforts were made to recover the same. After an in-depth enquiry, the Assistant Director and the other team members motivated the said storekeeper to sell one truck and one tipper and some patch of land at Kupwara. The tipper, the truck and 2 kanals of land were sold/auctioned which fetched 6 lakhs and same was remitted to the treasury. Then there remained the recovery of 5.lakh rupees, out of which 4 lakhs were outstanding against Gulzar alone for which he stood rebutted. He refused to do anything. After al lot of persuasion and motivation, all of them again started borrowing money and Rs. 1.5 lakhs was recovered/remitted to the treasury except Rs. 4lakhs which was to be recovered from Gulzar. After threatening that he would be placed under suspension, FIR would be lodged and he would be handed over to the police, Gulzar promised that he would arrange the whole amount within 10 days. He arranged money in piece meals of different amounts like Rs. 50thousand, 80 thousand and one lakh and completed the reimbursement of Rs. 4 lakh rupees in 10days. It was a sigh of relief for all of them including the Assistant Director, who later on submitted a comprehensive report to the Government depicting all facts and suggested that storekeepers like Gulzar should not be posted at key places or Border areas, besides all the erring storekeepers were attached with the District headquarters.

After some time, pressures from various quarters started coming in for the posting of one of the erring officials ,i.e. Gulzar,but Assistant Director refused to succumb because of the apprehension of another mishap through him. One day an order came from the Direction office for his posting at Kralpora grainary which was a highly sensitive and a dumping place for grains to the Border areas as well as dispatching station, where thousands of Qtls of food grains are handled.

One fine evening a newspaper reflected the news as “three persons arrested by Kralpora Police in Sumo along with Rs. 2 lakh fake currency on way from Karnah to Kralpora including Store Keeper of Food and Supplies, Mr. Gulzar. It was not a shocking news for the Assistant Director because he had the same apprehension before. An FIR was lodged against Mr. Gulzar and the case is subjudice in the Court of Law.

## Case Study: A Tearful Cry to the Deaf

It was around 4.30 p.m. when the officer was working in his office and trying to arrange the files and documents in a systematic manner, both on his table and in the locker. Most of the staff had already left. Very near to his room was Mr. Shahid's room, who was a hard worker and mostly used to leave the office after 5 p.m. Suddenly he knocked at the door of the officer's chamber and entered. He looked worried and was happy to see the officer still in his chamber. Soon after this, a lady, wearing black burka came inside the room. The officer realised why Mr. Shahid was so panicky. The lady was around five and a half feet tall, young and most probably in early twenties. Pointing towards her, Mr. Shahid said that she had been recommended by one of his close friends. She wanted to establish her own unit and needed financial assistance under one of their schemes. The officer assured Mr. Shahid that he would try his best to help her at any level. The officer also explained to her the procedure to be followed in the scheme and advised her to submit an application form as soon as advertisement was issued on Radio or Newspaper. After a month the lady appeared in the office and informed them that she had submitted the form along with the requisite formalities. She was advised not to come there again except the day when she had to face the interview. The officer asked her not to worry, as some quota was already reserved for women folk as per the guidelines and there were only a few who had applied for the same.

After one month the list was disclosed and fortunately she was amongst the selected beneficiaries. Throughout this period, she had been frequently visiting the office, just to enquire whether her case had been forwarded to the bank or not. It seemed that she was very curious and in hurry, insisting on that her case be sent to the bank. The officer tried his best to convince her that unless and until the selection list was not out, her case would not be forwarded to any of the financial institutions.

Soon after the list was issued, there were rumours making round that the lady had developed illicit relations with some persons in the office. On hearing this, the officer straightway went to Mr. Shahid to enquire about the rumour. Mr. Shahid expressed his ignorance and seemed to be shocked about the rumour. However the rumour had done its damage to the reputation of the lady who was then further harassed in the department by unnecessarily delaying the disposal of her case. Some officials of the department would believe that it would take her at least six to eight months to get clearances on the queries, more so for the reason that she basically belonged to Kupwara and was residing at Sopore, and her 8<sup>th</sup> pass certificate was from Bandipore.

The first letter addressed to Tehsildar, Sopore was handed over to her and she was asked to get clearance from the Revenue Department as whether she was that time residing in Sopore or not. It took her at least three months to get it cleared from the Revenue Department. During that time she was a frequent visitor to the office and requested everyone to help her, but every time the officers tried to avoid her.

Since the lady had completed the first task, therefore the second letter was handed over to her wherein she had to get clearance from the concerned ZEO in Bandipora. She seemed to be fed up and was in full tears, and without uttering a single word she left. One day, the officer noticed the same lady in his office. She was dressed shabbily and seemed distressed. He intended to avoid and leave from his room, but the lady pushed him back to his seat and while weeping started explaining her plight.

The lady in distress narrated that she belonged to Kupwara and was the only child of her father. Her father always used to be anxious about the future of his daughter. During the same time, one ruffian (goonda) had been pursuing her for marriage, but she had been constantly rejecting his proposals. She somehow managed to flee to Jammu with her ailing father. Then later on, they came back and got settled in Sopore. There the Mohalla Committee and the neighbours helped them. Then someone informed her about the department, which would help her in getting financial assistance from the bank.

But to her misfortune she was made to run from pillar to the post to fulfil various formalities in the department. The officer was moved on hearing the whole story. Suddenly, the girl broke down and tossed the ZEO clearance certificate on his table, asking him to write on the certificate that “here is the story of a filthy girl, trying to survive in a filthy atmosphere”. The girl wanted him to paste that certificate outside on the notice board. The frustrations of the girl were quite evident. She then disappeared, leaving everybody else there in tears.

### **Case Study: Death Awaits Justice**

Mr Sharma, a resident of District Kathua of Jammu province, was possessing a piece of land (4.8 kanals) within Srinagar Municipal limits which was used by the Department of Revenue, Relief and Rehabilitation for developing a Bus Stand for public convenience. This was done without seeking the consent of the said owner who reportedly came to know of the Revenue Department’s action after a long period of time. Subsequently he got notices issued to the Government through legal/judicial authorities asking them either

to vacate the land or pay to him the compensation of the land as per prevalent rates substantiating his argument with the remarks that government should have informed him in advance about the acquisition of land and sought his consent. The department concerned, however, taking the cognizance of his concern informed him that since the said land had been utilized strictly as per the dire need of common people for converting the same into a Bus Stand, there is no reason that why the person should not gladly accept the decision and be contented with the resolve of the department being keen in settling the claim.

When the case was put before the Personal Officer of the Chief Secretary, he observed certain specific references of the claimant asking for settlement of the case by fixing appropriate compensation. The Department had framed a Committee of some Revenue Offices to examine the issue and submit the report/recommendations. It had taken the Committee more than a year's time to examine the issue and recommend the land compensation to the owner of the land. Somehow the Committee had submitted its recommendations to the higher authorities in the Revenue Department. The then Secretary to the Government, Revenue Department for his callousness had made certain queries without giving due regard to the Civil Services Classification Control and Appeal Rules which binds a government employee to act according to the rules. The result was that the case was turned down many a times by the officers at the helm of affairs without giving cogent reasons.

Not losing his courage, the claimant land owner restarted his efforts to nourish positive response to his claim and somehow came in contact with the Personal Officer of the Chief Secretary who, on humanitarian grounds, heard him in detail. While explaining his sordid tale, the claimant brought to the notice of the officer that he had three grown up daughters and a minor son, was hailing from a very remote and backward area of the State, and the land in question was his ancestral property. His conditions had become all the more miserable when his only son had died of a chronic ailment leaving him high and dry. Now he was residing alone in a small kachha house made of mud bricks consisting of two rooms and a small piece of land in front of it. That house too was in shambles which was also personally witnessed by the Personal Officer.

It took a considerable time to the claimant to pursue the case in the Civil Secretariat, when he had already reached to an old age and was not in a position to carry the files along and was using a Tokree (a type of carrier) which was too shabby and torn by sides. Because of the tokree he came to be known by a nickname of "Revenue Case". During the period of more than a decade the case remained pending disposal with the Revenue Department and in the course of this whole process so many officers, being acquainted with

the case, changed their places of posting at different levels in the Revenue Department but ultimately he could not get justice. During the period, the case remained pending and many officers superannuated without making any contribution to the case.

With the passage of time, the Personal Officer also lost interest in the case. However, one fine morning he saw the claimant concerned wondering in Jammu Market and enquired from him the fate of the case. On his meeting the Personal Officer, the claimant emotionally broke down and tears started rolling down from his eyes. He told the officer that he had spent good amount on perusing the case and for that purpose even had sold his dwelling unit and was living an extreme miserable life.

After a lapse of further time, the Personal Officer was posted in the Revenue Department as Personal Assistant to one of the Special Secretaries. He enquired from officials about the case which was not traceable then, but from the senior colleagues he came to know that the case was still pending disposal with the Revenue Department and different letters had been sent to the subordinate field officers of the Revenue Department outside the Secretariat but without any tangible result. Out of his curiosity the Personal Office further enquired about the welfare of the claimant but all in vain. The officer one happened to pass by the residential area of the claimant and to his utter surprise was told by the residents that the claimant was no more living in the area and had already sold his property of land and residential house. His whereabouts were not known to anybody.

The case continued to remain pending disposal with the Department for more than fifteen years and by the time claimant had already expired.

### **Conclusion**

It can be safely deduced from the aforementioned Case Studies that successful managing of various situations in an organisation depends upon the competencies of administrators who are required to take decisions using their wit and foresightedness. Administrators do not develop these capabilities overnight, but they learn from their experiences over a period. The stories narrated in these Cases clearly reveal that a slightest mistake committed while taking a decision has huge repercussions which most of the times causes an irreparable to the parties involved. Delaying a decision is not also a form of a decision as wrongly believed, but with this a situation which could have been handled normally can pileup to the proportion of a crisis. All the Cases presented in this paper have amply demonstrated that administrative expediency and competency are the two requisite forces to enable the officers to deal with various situations by taking decisions at the nick of time. After all it is mostly the poor class of people who approach Government for various

services having serious implications on their life and sustenance. They do not rise up again if their genuine interests are not protected appropriately. Administrators should therefore discharge their duties with a sense of responsibility at their back realising that their actions have an impact on their own learning the art of administration.

## References

1. Kolb, D. (1984) *Experiential Learning experiences as the source of learning and development*. Englewood Cliffs, NJ: Prentice Hall. P21
2. Moon, J (2004) *A Handbook of Reflective and Experiential Learning Theory and Practice*. London: Routedledge Falmer P.126
3. Chickering, A (1977) *Experience and Learning* New Yark: Change Magazine Press; P.63
4. Laxmikanth, M: *Public Administration*; Tata McGraw Hill; P. 7

